BRITISH COLUMBIA
PROVINCIAL CAPITAL COMMISSION

SERVICE PLAN 2004/5 - 2006/7

TABLE OF CONTENTS

LETTER FROM THE CHAIR 1

SERVICE PLAN 3

- Introduction 3
- Mission of the New PCC 3
- Vision 4
- Values and Guiding Principles 4
- Planning Context 4
- Governance 5
- Service Plan Note 5
- Service Plan Strategic Goals 6
  - *Goal 1: Outreach* 6
  - *Goal 2 Communications* 7
  - *Goal 3 Policy* 8
  - *Goal 4 Properties* 9
  - *Goal 5 Risk Management* 11
  - *Goal 6 Strategic Alliances & Partnerships* 12
  - *Goal 7 Ensure Resources* 13
- Financial Outlook Summary 14

LETTER FROM THE CHAIR

Honourable Murray Coell
Minister of Community, Aboriginal and Women's Services

Dear Minister:

British Columbia has a great Capital. Its role in our province's culture, history and heritage is significant and should be celebrated by all British Columbians, no matter where they live. As the Provincial Capital Commission moves forward in 2004 under a new Board of Directors and with a new mandate, we look forward to working to ensure that the Capital is a source of pride for all British Columbians.

Seven key goals have been identified in support of the new mandate:

1. Develop and deliver effective and economical outreach programs.
2. Implement an effective communications plan.
3. Formulate and implement new Board policy.
4. Maximize opportunities for all PCC properties.
5. Implement an enterprise-wide risk management regime.
6. Build and sustain strategic alliances and partnerships to advance the PCC mandate.
7. Ensure sufficient resources to sustain PCC activities.

The new Board is dedicated to connecting and celebrating the Capital with every British Columbian and, consistent with the strategic plan of government, doing so within the constraints of self-sustainability.

As the Board assumes a more dominant policy role in the coming year, it will concentrate its attention on matters of corporate direction, policy and accountability. Current Board policies will be reviewed to identify those that require elimination or modification and to identify areas where policy direction is needed.

As the Crown Corporation entrusted by the citizens of the province to preserve many of Victoria's assets of historical and cultural significance, the PCC is committed to maintaining and enhancing those assets for the present and future benefit of all British Columbians.

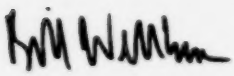
One of the challenges of the PCC in 2004 will be maintaining its self-sustainability. To that end the Commission will conduct a review of buildings and properties it holds in public trust in order to analyze current revenue generation performance. Our goal will be to maximize revenue potential by exploring new revenue opportunities, developing new strategies for under-performing properties and eliminating or reducing our risk exposure where necessary.

As part of its obligation to be a responsible landlord, the PCC will also ensure that all building and properties meet safety and soundness standards. Where necessary, seismic, safety and building upgrades will be carried out and potential partners or additional funding sources will be identified to assist with the work or share costs.

Strategic alliances already developed with partners such as municipalities, government departments, public agencies and the private sector will be increasingly important as the Commission works to implement its mandate. The Commission will undertake a detailed inventory of all existing and potential partners with regard to the Commission's holdings, development plans and programs in an effort to renew or establish new relationships, to build cooperation, and to ensure that the Commission's interests are considered in developments and future plans of partner organizations.

As the Capital undergoes significant changes in the near future with the change in our mandate, the BC Provincial Capital Commission's new Board of Directors is dedicated to connecting and celebrating the Capital with every British Columbian and moving the Commission toward greater self-sustainability.

Like any capital, British Columbia's is constantly evolving and growing to meet the needs of the province and its citizens. The Commission is committed to playing a significant role in that evolution. The Capital will play an increasingly important role in the lives of its citizens, and we are committed to ensuring it benefits all British Columbians.



Bill Wellburn CA
Chair.

PROVINCIAL CAPITAL COMMISSION

SERVICE PLAN

Introduction

The history of the Provincial Capital Commission (PCC) and its predecessor organizations go back to the 1950's. The *Capital Commission Act* currently provides the PCC with powers that focus principally on real property and beautification throughout the Capital Improvement District. The mandate of the new PCC has been broadened to deliver to all British Columbians a sense of pride in their capital and province.

In December 2002, the government appointed new directors to the PCC board to bring forward change. At the board's inaugural meeting in January 2003, the Premier and Minister Responsible attended and provided their views for a new PCC. As a consequence, the board and management developed and approved a new mission/vision for the PCC and established values and guiding principles to provide control and direction on the policy development and planning required to affect a new mandate.

The new PCC mandate is being implemented through a planned transition strategy and will be substantially completed over the next 18 months. This Service Plan outlines the PCC's new strategic objectives that will take the PCC forward on its new mandate.

Mission of the New PCC

- Programs that will provide British Columbians with a sense of ownership and pride in the special character of their Capital city and the province it represents.
- For all British Columbians to take pride in the Provincial Capital.
- A Capital that reflects the history and culture of the Province.
- A self-sustaining Crown Corporation.

Vision

Connecting and celebrating the Capital with every British Columbian.

Values and Guiding Principles

Act with integrity by operating with openness, fairness and transparency

Be respectful, inclusive and accessible

Think, plan and act long-term

Be socially responsible in everything we do by promoting long-term financial and economic sustainability, a healthy environment and the well-being of all citizens.

Balance the needs of the Capital and the province wide mandate

Recognize and support the diversity of British Columbia's cultures, landscapes and history.

Manage the balance between our heritage properties and our overall mandate

Planning Context

The new Board of Directors has been given a mandate to connect the citizens of the province to their capital and therefore have directed a strategic shift towards the creation and enhancement of outreach programs to achieve this purpose.

Four priority areas have been identified for attention during the next three years. These are:

- Outreach strategies and programs
- Programs currently offered at the Crystal Gardens and St. Ann's Academy
- Plans for an International Ferry Terminal
- The Inner Harbour Master Plan

Governance

Board members represent the interests and views of various regions across the province. They include elected officials from the four core municipalities of the Capital Improvement District and those appointed by the Province, all chosen for the experience and expertise they bring to bear in furthering the mission of the Commission. Collectively they set the PCC's direction, approve policy and ensure accountability for the public's interest. The Honourable Murray Coell, Minister of Community, Aboriginal and Women's Services, is the Minister responsible.

Board Membership at December 15, 2003

Name	Position	From	Appointed
Barbara Brink	Director	Vancouver	Order in Council
Beth Campbell	Director	Penticton	Order in Council
Jane Durante	Director	Vancouver	Order in Council
Rob Fleming	Director	Victoria	Victoria Council
Rob Hunter	Director	Victoria	Order in Council
Russell Irvine	Director	Oak Bay	Oak Bay Council
Pamela Madoff	Director	Victoria	Victoria Council
Jackie Ngai	Director	Saanich	Saanich Council
Darwin Robinson	Director	Esquimalt	Esquimalt Council
Bill Wellburn	Chair	Victoria	Order in Council
Christa Williams	Director	North Vancouver	Order in Council

Service Plan Note

The following three-year Service Plan sets out the goals and objectives to be achieved and the strategies that will be employed which reflect the shift in mandate. Due to these changes in direction new baselines need to be developed for performance measurement purposes: therefore, the initial year will be dedicated to this task.

Service Plan Strategic Goals

1. Develop and deliver effective and economical outreach programs.
2. Implement an effective communications plan.
3. Formulate and implement new Board policy.
4. Maximize opportunities for all PCC properties.
5. Implement an enterprise-wide risk management regime.
6. Build and sustain strategic alliances and partnerships to advance the PCC mandate.
7. Ensure sufficient resources to sustain PCC activities.

Goal 1: Develop and Deliver an Effective and Economical Outreach Program

Both traditional and new innovative programs that embrace British Columbians are fundamental to our mission. The outreach program is considered to be of critical importance in connecting the citizens of the province to their Capital, as well as in building and sustaining value, ownership and pride in the region. The PCC wishes to ensure that all British Columbians can identify with their Capital.

Objectives:

Identify audiences of interest and agents to assist in outreach, such as MLA's, local governments, regional museums/galleries, and tourism associations by establishing contacts and confirming commitments.

Develop and implement plans and programs to reach audiences and market the PCC through such initiatives as student visits to the capital.

Assess the impact and cost/benefits of outreach strategies and redesign or refine the products and processes accordingly by undertaking cost\benefit studies and success surveys.

Strategy:

Design and implement a series of outreach programs to connect the citizens from across the province to their capital

Performance:

Successful performance in outreach strategies will be determined by the numbers of organizations and citizens that respond to or participate in the various outreach programs as well as by evaluating the impact for money spent on outreach programs.

Performance Measures	Base	2004/05	2005/06	2006/07
Number of participating organizations	83	3%	2%	2%
Number of participating citizens	0	5%	(note 1)	(note 1)
Cost/benefit analysis (Money spent/ participation rate)	0	baseline established	(note 1)	(note 1)

[1] measuring incremental positive change against baseline on a yearly basis

---

Goal 2: Implement an Effective Communications Plan

An essential element of achieving the goal for all British Columbia residents to take pride in their provincial capital is the design and implementation of an effective communications plan. This plan will be the main vehicle for informing citizens and partners though establishing the identity, confirming the mandate and identifying the programs of the PCC.

Objectives:

Develop a comprehensive communications plan for the PCC that includes: a new logo, web page, strategies for outreach and public announcements.

Identify partners to assist with implementation of the communications plan and confirm their commitments.

Pilot test communications outreach strategies.

Implement the full-scale communications plan.

Strategy:

Approve and commence implementation of a comprehensive communications plan.

Performance:

Success in implementation of an effective communications plan will be determined by various means including the extent to which the target audiences are aware of the PCC and its mandate and are able to relate this knowledge to themselves or their communities. As well, the PCC will be able to assess the desired elevation of their profile through a number of appropriate requests for information and the ease with which the PCC is able to negotiate agreements and facilitate relationships with partners.

Performance Measures	Base	2004/05	2005/06	2006/07
Level of awareness and relevance of the P.C.C.	1	(note 1)	(note 1)	(note 1)
Number of web site hits	20k/month	5%	10%	15%
Number of requests for information	baseline being established	(note 1)	(note 1)	(note 1)
Strategic partner alliances (outreach program delivery)	0	+1	+1	+1

[1] measuring incremental positive change against baseline on a yearly basis

---

Goal 3: Formulate and Implement Board Policy

It is the objective of the Board to continue to shift away from an operating role to a policy role. This will permit the Board to focus on oversight responsibilities and engage with management in planning and policy development.

Objectives:

Review current Board policies with the purpose of: confirming existing policies, identifying those that require elimination or modification, identifying new areas where policy direction is needed by implementing a policy review process

Develop and confirm approval of a policy and regulatory framework and format through research of various modes and preparation of a policy structure for the PCC.

Ensure that policy discussion, review and ratification are standing agenda items for the Board.

Prepare and present an annual report on policy implementation and compliance.

Strategies:

Undertake development and implement Board Policy reforms.
Demonstrate movement towards the policy function as the dominant governance role of the Board.

Performance:

Performance in the area of policy development and implementation will be assessed by the number of policies that are brought before the Board, the number that are approved for implementation and the relative degree of success of the policy in directing and facilitating the operations of the PCC.

Performance Measures	Base	2004/05	2005/06	2006/07
Comprehensive policy framework in place with 100% of Board Agenda including a policy item	in place	maintained	maintained	maintained
Number of presentations on policy related issues	0	1	1	1
Number of presentations to the Board on each policy item prior to approval	baseline	2	2	2
Numbers of policies issues approved that are implemented	6	10	5	2

Goal 4: Maximize Opportunities for all PCC Properties

In order to achieve the goal of a self-sustaining Corporation it is critical to ensure that buildings and properties held in the public trust by the PCC are dealt with in a manner that aligns with the mandate, values and guiding principles of the PCC.

Objectives:

Establish criteria to be used in assessing the opportunity potential for various types of properties held by the PCC by researching and synthesizing critical factors.

Review the inventory of buildings and properties to identify those which are meeting expectations for revenue generation and opportunity potential, those where changes are required to meet expectations and those which should be considered for divestiture.

Develop plans for sustaining performing properties and for remediation or changes to properties required to enhance their revenue or opportunity potential while recognizing their heritage significance.

Strategies:

Develop a plan for each PCC property.

Decide on future of properties including: the Crystal Gardens and 613 Pandora Avenue.

Decide on future programming at St. Ann's Academy.

Decide on future of PCC's open space properties.

Lease upper floors of the CP Terminal Building.

Implement plans for future of Crystal Gardens and new programs for St. Ann's Academy.

Issue RFP for the Inner Harbour Master Plan.

Conclude and implement agreement between GVHA and the PCC for construction of the new International Ferry Terminal.

Commence divestiture program for designated properties.

Performance:

Performance in this area will be measured by monitoring the extent to which each individual property is generating revenue relative to historical performance and in comparison with accepted measures such as revenue per square metre. As well a list of new ideas to derive additional opportunities will be developed for each property and will be reviewed twice a year.

Performance Measure	Base	2004/05 Target	2005/06 Target	2006/07 Target
Net revenue growth per type of property	$1.4 M	3% increase	5% increase	(note 1)
Ideas implemented that result in value improvement	0	3 ideas	5 ideas	(note 1)

[1]measuring incremental positive change against baseline on a yearly basis

Goal 5: Implement an Enterprise-Wide Risk Management Regime

As a responsible organization the PCC is instituting a comprehensive, enterprise-wide risk management regime inclusive of systems, structures, properties, and buildings. For buildings and properties it is essential that safety and soundness standards, including seismic upgrades, are met. It is further recognized that there may well be substantial costs associated with these concerns, particularly with consideration to the heritage designation of many buildings; therefore a yearly staged plan for upgrading of buildings and properties will be developed according to priorities approved by the Board.

Objectives:

Develop an inventory of all buildings and properties that meet safety and soundness standards and those that require modifications or upgrades through implementation of property studies by qualified personnel.

Prepare upgrade plans for each building or property held by the PCC.

Recommend criteria to be used in establishing priorities for development and upgrades by undertaking research and securing Board approval.

Prepare a three-year plan for overall upgrade work with respect to the criteria, including associated costs.

Identify potential partners or additional funding sources to assist with work or share costs and confirm their participation by conducting research and entering into potential cost sharing discussions with partners.

Identify issues and develop plans to eliminate or minimize risks that could result in loss of value or revenue to the PCC through implementation of a comprehensive risk management plan.

Strategies:

Complete an enterprise-wide risk assessment review for aspects of the Commission's operations including developing priorities for review and implementation of seismic, safety and building upgrades

Implement results of safety and seismic review of PCC owned buildings and properties

Performance:

Performance in meeting this objective will be determined by: establishing safety and soundness plans for each building or property, monitoring the number of properties up-graded each year and the success in meeting the upgrade schedule according to approved priorities in an on-time, within estimated cost bases.

Performance Measure	Base	2004/05 Target	2005/06 Target	2006/07 Target
Risk Management Plan Developed and approved by Board	initiated	risk plan in place	(note 2)	(note 2)
Number of Risks identified	initiated	(note 2)	(note 2)	(note 2)
Safety and Soundness studies completed	4 (note 1)	continue phased implementation of seismic upgrade	(note 2)	(note 2)
Property Plans completed	in progress	(note 2)	(note 2)	(note 2)
Number of Properties up graded	72	(note 2)	(note 2)	(note 2)
Percentage of projects on time/on budget	0	2% increase	(note 2)	(note 2)

[1] structural and seismic upgrade studies currently being undertaken

[2] measuring incremental positive change against baseline on a yearly basis

---

Goal 6: Build and Sustain Strategic Alliances and Partnerships to Advance the PCC Mandate

The PCC operates within a complex environment that includes other parties with mandated responsibilities, visions and interests including: municipalities, other government departments, public agencies such as the Greater Victoria Harbour Authority and the private sector. Effectiveness and efficiency can be greatly enhanced and the public's interests protected and promoted through the development and maintenance of partnerships and strategic alliances with other players that can advance the goal of a self-sustaining crown corporation.

Objectives:

Complete a detailed inventory of all existing or potential partners that should be considered with regard to the PCC's property holdings, plans and programs. The inventory should be supported by comprehensive information concerning their mandate, interests and strategic plans with the view of renewing or establishing relationships to build cooperation and strategic alliances by end of 2004/05 year.

Develop plans for engagement of partners in development by engaging in discussions that lead to their support and/or participation.

Ensure the PCC's interests are considered in developments and future plans of partner organizations by advising partners of the Commissions interests and securing a voice in their discussions and decision making process.

Establish a mechanism for establishing, monitoring and assessing the PCC's effectiveness in building and operationalizing strategic alliances by determining the frequency and nature of discussions and the outcomes as related to the Commission's interests.

Strategies:

Complete and implement a strategic partnerships alliance plan

Develop a PCC strategy relating to the 2010 Winter Olympics

Performance:

The PCC's accomplishments in this area will be determined by the extent to which the Board members and staff are involved in partnership-related activities such as working on joint plans and ventures, consultation by other interested parties and success in having the PCC's interests considered, costs and program shared responsibilities with other parties.

Performance Measures	Base	2004/05 Target	2005/06 Target	2006/07 Target
Partnership plans completed	1	4	1	(note 1)
Number of partnership projects engaged in as a percentage of the partners that were approached	0	1	(note 1)	(note 1)
Number of new cooperative ventures	0	1	(note 1)	(note 1)
Total value of strategic project alliances as percentage of project budgets.	0	30%	(note 1)	(note 1)

[1]measuring incremental positive change against baseline on a yearly basis

---

Goal 7: Ensure Sufficient Resources to Sustain PCC Activities

Achieving the mission of the PCC fundamentally depends upon acquiring and appropriately allocating sufficient resources to carry out the tasks associated with meeting objectives and in satisfying day-to-day operational requirements. Resources include financial, personnel, systems and facilities necessary to fund and support the staff and Board members who carry out various roles and assume various responsibilities.

Objectives:

Identify resources required to accomplish strategic objectives and satisfy program operational needs

Develop and implement a comprehensive resource management plan that aligns and focuses human and financial resources with respect to PCC objectives and priorities.

Completed a detailed requirement study as the basis for planning systems changes and developments.

Strategy:

Formulate, implement and monitor resource development plans directly related to current and future operational requirements of the Commission.

Performance:

Performance will be assessed by monitoring the extent to which elements of the comprehensive resource management plan are effectively implemented over the next three years as well as though the relative success in securing and retaining the appropriate personnel.

Performance Measures	**Base**	**2004/05**	**2005/06**	**2006/07**
Resource Plans Developed and implemented	initiated	in place	up-dated	up-dated
Staff Performance Plans Completed	initiated	in place	up-dated	up-dated
Staff realignment and retention	initiated	status report	status report	status report
Systems requirement study completed and changes implemented	initiated	study completed	implementation begun	implementation completed

Financial Outlook Summary

	2003/04		**2004/05**		**2005/06**		**2006/7**
in ($1000's)	**Service Plan**	**Current Forecast**	**Service Plan**	**Current Forecast**	**Service Plan**	**Current Forecast**	**Current Forecast**
Revenue	3670	3630	3800	3800	3930	3870	4000
Expenses	3530	3250	3590	3600	3640	3620	3600
Operating Income	140	380	210	200	290	250	400
Capital Budget	200	550	190	100	210	80	80
Reserves	(60)	(170)	20	100	80	170	320
Net Income (Loss)	0	0	0	0	0	0	0